

Grand Rapids Police Department



Strategic Plan Implementation Update

March 2021

Understanding the constraints under which the GRPD is working



► COMPARABLE SIZE:

The average number of officers per 1000 residents in cities with populations between 100k and 249k is 1.8.

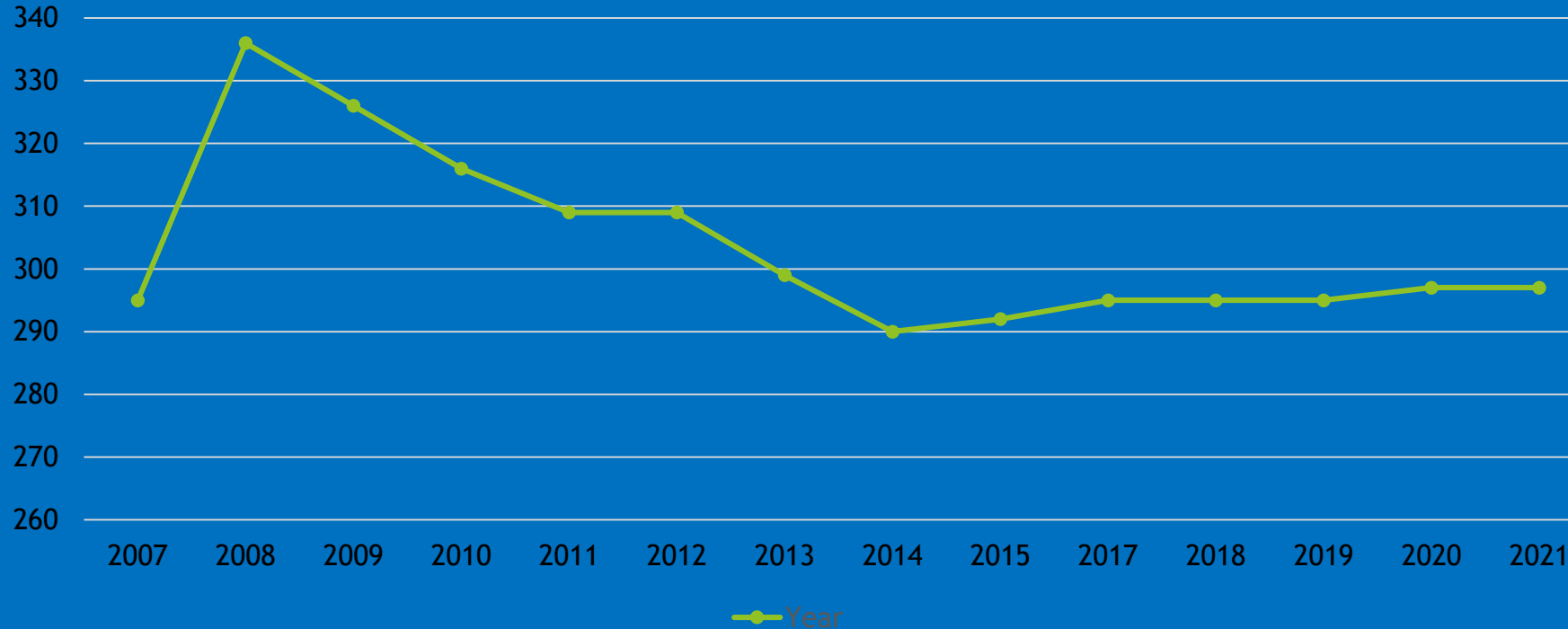
► HERE AT HOME:

Grand Rapids continues to function with less, at 1.5 officers per 1000 residents.

Grand Rapids Police Department Staffing History



Authorized Sworn Personnel by Year



The GRPD had a steady decline in sworn personnel from 2008 - 2014.

Since 2015, we have remained between 290-297 allotted sworn personnel.

Staffing & Deployment Study



- ▶ Hillard-Heintz provided a Staffing & Deployment study, at the City's request, to the community in 2019.
- ▶ Hillard-Heintz found: "Our review, which includes a staffing assessment based on the data provided by the GRPD, finds that the GRPD should be able to manage the demand for daily patrol services with its existing staffing. That being said, we identified several areas for potential improvement."

Areas of Improvement



Hillard-Heintz recommended two primary areas of focus that could redeploy sworn police officers to assignments that required sworn police powers:

#1 Realign positions within the agency that are currently occupied by a sworn officer with a non-sworn police department employee.

#2 Discontinue responding to low level calls for service that do not require a response by a sworn officer.

GRPD Strategic Plan



- ▶ GRPD developed a 3-year strategic plan that aligned with the recommendations from the Hillard-Heintz Staffing & Deployment Study. This included:
 - ▶ Transitioning positions held by sworn personnel to non-sworn employees. Positions identified included:
 - ▶ Traffic Unit
 - ▶ Property Management Unit
 - ▶ Subpoena Service
 - ▶ Public Information Officer
- ▶ No longer responding to low priority level calls for service.

Neighborhood Based Policing



- ▶ This past Sunday, 3/21/2001, GRPD began their transition from Community Based Policing to Neighborhood Based Policing. This means that we have redeployed our existing staff in a different way and with a different purpose.
 - ▶ As part of the Strategic Plan, the GRPD is focused on providing officers to each neighborhood in the city, 24 hours a day and 365 days a year. 132 officers are needed to accomplish this. As of now we have 92 % of the Service Area beats, city wide, covered (124 officers).
- * With projected retirements in 2021, the percentage of officers City Wide will continue to decrease until they are replaced through the hiring of new officers.

Officers must also be assigned to other roles.....



- ▶ We must keep in mind when talking about staffing, that this also impacts many other areas within the department. Upon joining the GRPD, everyone starts as a “patrol officer”, however they may transition into other roles. Just to name a few:
 - ▶ Investigations- All criminal and family cases. Cold Cases.
 - ▶ Training Unit- Internal and External Training, Civilian Police Academy, Youth Police Academy
 - ▶ Community Engagement Unit- Recruiting, Hiring, Boys and Girls Club, CLEAR, Volunteers, Explorer Program etc..
 - ▶ Internal Affairs Unit- Holding our Officers accountable
 - ▶ Special Operations Unit- Hot Team, Mental Health Team, SRT, Code Enforcement
 - ▶ Traffic Unit

On-Going Challenges



- ▶ Officers who retire, get promoted, or leave must all be replaced from another position, thus usually taking from the patrol division.
- ▶ When a new position is “created”, we are pulling people from “patrol”. This means reducing those officers who respond to the 911 calls of service. Thus, delaying officer’s response time.
- ▶ Currently the Grand Rapids Police Department is having difficulty recruiting qualified candidates (nation wide problem), people are retiring and leaving the Police Department for other opportunities. We are always playing “catch up”.
- ▶ It takes approximately 1 year to hire and train an officer until they can qualify for solo patrol and successfully complete probation.

In order to Continue Forward Momentum.....



- ▶ Support for the Strategic Plan- Both Internal and External GRPD. Community members, City Commission, City Staff, Stakeholders, Sworn and Non-Sworn members of the Grand Rapids Police Department including the Labor Unions.
- ▶ Personnel & Partnerships- Internal and External GRPD
- ▶ Forward thinking and evaluation –
 - ▶ What do we do well? Celebrate and educate others.
 - ▶ What could or should we improve on? How can we accomplish this?
 - ▶ Be transparent on both accounts

The road is paved with good intentions... however challenges may still occur



- ▶ GRPOA- filed a grievance regarding the work that has historically been accomplished by sworn officers, now being transitioned to Civilians or non-sworn persons.
 - ▶ This grievance went to arbitration and the arbitrator held that the moving of sworn to non-sworn was to only be accomplished through collective bargaining, not in the implementation of the Strategic Plan.
 - ▶ The City must now abide by this ruling.

What does this mean for this portion of the Strategic Plan?



- ▶ At this time, the GRPD is unable to transition the below positions from sworn personnel to non-sworn or civilian employees.
 - ▶ Traffic Unit Desk Officer
 - ▶ Property Management Unit
 - ▶ Subpoena Service
- ❖ Public Information Officer- GRPD will keep their sworn PIO positions. In addition, the Office Of Communication will be adding capacity to their office and assisting the Police Department with their communication abilities.

We remain committed to continuous improvement at GRPD



- ▶ Continue to re-engage with the community as COVID-19 restrictions are lifted. This includes improving trust with residents and recruiting within our neighborhoods.
- ▶ Continue to partner with a Mobile Health and Crisis Response Team.
- ▶ The Special Operations Division continues to work with the Investigative Division to identify specific violent offenders who are victimizing our community and the people living within.
- ▶ Continue to collaborate with stakeholders on a Community Based Violence Reduction Program.
- ▶ Continue to be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community.
- ▶ Again, we are committed to our vision, in partnership with our community, we will become the safest mid-sized city and most trusted police department in the United States.

Utilizing Community Feedback to Continuously Improve the Strategic Plan



- ▶ The GRPD will continue to improve and adjust the Strategic Plan based on several variables, including community feedback and sentiment. Our department is currently conducting a comprehensive review of our Community Engagement Platforms.
- ▶ Flash Vote is one of many tools available to the city to measure public sentiment regarding the department and its operations.
- ▶ Here is David Green from the Office of Communication to share more about Flash Vote and the most recent survey...

